



Form: Course Syllabus	Form Number	EXC-01-02-02A
	Issue Number and Date	2/3/24/2022/2963 05/12/2022
	Number and Date of Revision or Modification	2023/10/15
	Deans Council Approval Decision Number	265/2024/24/3/2
	The Date of the Deans Council Approval Decision	2024/1/23
	Number of Pages	06

1.	Course Title	Healthcare Services Management
2.	Course Number	1601431
3.	Credit Hours (Theory, Practical)	3 Hours
	Contact Hours (Theory, Practical)	3 Hours
4.	Prerequisites/ Corequisites	Principles of Management (1601102)
5.	Program Title	BA Business Management
6.	Program Code	
7.	School/ Center	School of Business
8.	Department	Business Management
9.	Course Level	Undergraduate
10.	Year of Study and Semester (s)	2024-2025
11.	Program Degree	Bachelors
12.	Other Department(s) Involved in Teaching the Course	None
13.	Learning Language	English
14.	Learning Types	<input checked="" type="checkbox"/> Face to face learning <input type="checkbox"/> Blended <input type="checkbox"/> Fully online
15.	Online Platforms(s)	<input type="checkbox"/> Moodle <input checked="" type="checkbox"/> Microsoft Teams
16.	Issuing Date	
17.	Revision Date	13/11/2025

18. Course Coordinator:

Name:	Lana Mattar	Contact hours:
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19. Other Instructors:

Name:
Office number:
Phone number:
Email:
Contact hours:
Name:
Office number:
Phone number:
Email:
Contact hours:

20. Course Description:

This course offers an overview of management principles and practices in healthcare services. It equips students with essential knowledge of managerial roles, human resource management, healthcare financing, and performance evaluation. Students will examine the complexities of managing people and processes in healthcare, with an emphasis on quality and effective resource allocation. Key topics include an introduction to health systems and institutions, characteristics of healthcare organizations, major managerial challenges, hospital functions and organization, and contemporary issues such as rising costs, quality, competition, and marketing.

21. Course Intended Learning Outcomes: (To be used in designing the matrix linking the intended learning outcomes of the course with the intended learning outcomes of the program)

Knowledge (K):

By the end of this course, students will be able to:

- **K1:** Define and explain key principles, roles, and responsibilities of management in healthcare systems.
- **K2:** Describe different health care funding models and how purchasing decisions impact health service delivery.
- **K3:** Identify the components and significance of performance evaluation and quality management in health services.

Skills (S):



By the end of this course, students will be able to:

- **S1:** Apply core management principles to real-world health service contexts, including planning, organizing, and decision-making.
- **S2:** Analyze and interpret healthcare funding models and resource allocation strategies in various health systems.
- **S3:** Demonstrate effective communication and interpersonal skills in team-based and leadership roles within healthcare organizations.

Competencies (C):

Upon successful completion of this course, students will be able to:

- **C1:** Develop and manage human resources in healthcare organisations, including recruitment, performance appraisal, and staff development.
- **C2:** Evaluate the quality and performance of health services using established indicators and performance management tools.
- **C3:** Integrate ethical considerations, professional standards, and evidence-based practices in decision-making and problem-solving in healthcare management.

PLO's	*National Qualifications Framework Descriptors*		
	Competency (C)	Skills (B)	Knowledge (A)
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* Choose only one descriptor for each learning outcome of the program, whether knowledge, skill, or competency.

22. Course Intended Learning Outcomes: (Upon completion of the course, the student will be able to achieve the following intended learning outcomes)

Course ILOs #	The learning levels to be achieved						Competencies
	Remember	Understand	Apply	Analyse	Evaluate	Create	
K1	✓	✓					Knowledge



K2	✓	✓					Knowledge
K3	✓	✓					Knowledge
S1		✓	✓				Skill
S2			✓	✓			Skill
S3		✓	✓				Skill
C1			✓	✓	✓	✓	Competency
C2		✓		✓	✓		Competency
C3		✓	✓		✓	✓	Competency

23. The matrix linking the intended learning outcomes of the course -CLO's with the intended learning outcomes of the program -PLOs:

PLO's * CLO's	1	2	3	4	5	Descriptors**		
						A	B	C
K1	✓					✓		
K2	✓					✓		
K3	✓					✓		
S1		✓					✓	
S2			✓				✓	
S3		✓					✓	
C1				✓				✓
C2				✓				✓
C3					✓			✓

***Linking each course learning outcome (CLO) to only one program outcome (PLO) as specified in the course matrix.**

****Descriptors are determined according to the program learning outcome (PLO) that was chosen and according to what was specified in the program learning outcomes matrix in clause (21).**



24. Topic Outline and Schedule:

Week	Lecture	Topic	ILOs	Learning Types	Platform Used	Synchronous / Asynchronous	Evaluation Methods	Learning Resources
1	1	Introduction & The Basics of Good Management	CLO 1	Face to face	—	Synchronous	Participation, Q&A	Goodwin et al., Chapter 1
	2	The Basics of Good Management (cont.)	CLO 1	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 1
	3	The Nature of Management	CLO 1	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 2
2	4	The Nature of Management (cont.)	CLO 1	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 2
	5	Managerial Skills and Qualities	CLO 2	Face to face	—	Synchronous	P Participation, group work, class work	Goodwin et al., Chapter 3
	6	Managerial Skills and Qualities (cont.)	CLO 2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 3
3	7	Problem Solving	CLO 2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 4
	8	Problem Solving (cont.)	CLO 2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 4
	9	How to Analyze Cases in Healthcare Management	CLO 2	Face to face	—	Synchronous	Quiz 1	Supplementary case materials
4	10	Funding Health Care Systems	CLO 3	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 5



	11	Funding Health Care Systems (cont.) + Healthcare Data Analytics & Big Data	CLO 3	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 5; External resources on Healthcare Analytics
	12	Purchasing Health Services	CLO 3	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 6
5	13	Purchasing Health Services (cont.)	CLO 3	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 6
	14	Healthcare Marketing & Patient Engagement	CLO 3	Face to face	—	Synchronous	Participation, group work, class work	Supplementary readings on marketing
	15	Midterm Review	CLO 1-3	Face to face	—	Synchronous	Exam review session	All course materials
6	16	Midterm Exam	CLO 1-3	Face to face	—	Synchronous	Midterm exam	All course materials
	17	Midterm Feedback and Discussion	CLO 1-3	Face to face	—	Synchronous	Feedback session	All course materials
	18	Case Study Project Introduction & Group Formation	CLO 4, C1-3	Face to face	—	Synchronous	Participation, group work, class work	Case study materials
7	19	Group Work: Case Study Research & Discussion	CLO 4, C1-3	Face to face	—	Synchronous	Research & analysis	Supplementary case materials
	20	Group Work: Case Study Preparation & Drafting	CLO 4, C1-3	Face to face	—	Synchronous	Draft submission	Case materials
	21	Group Work: Case Study Preparation (cont.)	CLO 4, C1-3	Face to face	—	Synchronous	Group collaboration	Case materials
8	22	Group Project Presentations (Session 1)	CLO 4, C3	Face to face	—	Synchronous	Oral presentations	Supplementary materials



	23	Group Project Presentations (Session 2)	CLO 4, C3	Face to face	—	Synchronous	Oral presentations	Supplementary materials
	24	Human Resource Management & Development	CLO 5, C1	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 7
9	25	Human Resource Management & Development (cont.)	CLO 5, C1	Face to face	—	Synchronous	Participation, group work, class work	Project reports
	26	Recruitment and Selection Process	CLO 5, C1	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 9
	27	Recruitment and Selection Process (cont.)	CLO 5, C1	Face to face	—	Synchronous	Participation, group work, class work	Course materials
10	28	Change Management in Healthcare Organizations	CLO 5, C1	Face to face	—	Synchronous	Quiz 2	Supplementary materials
	29	Change Management in Healthcare Organizations (cont.)	CLO 5, C1	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	30	Performance Management, Appraisal, and Career Development	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 10
11	31	Performance Management, Appraisal, and Career Development (cont.)	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Course materials
	32	Evaluating Performance	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 12
	33	Evaluating Performance (cont.)	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Course surveys



12	34	Health Economics and Cost Management	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	35	Health Economics and Cost Management (cont.)	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	36	Managing Quality	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 13
13	37	Managing Quality (cont.)	CLO 5, C2	Face to face	—	Synchronous	Participation, group work, class work	Goodwin et al., Chapter 13
	38	Ethics and Professional Standards in Healthcare	CLO 5, C3	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	39	Ethics and Professional Standards in Healthcare (cont.)	CLO 5, C3	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
14	40	Leadership and Ethics in Healthcare Management	CLO 5, C3	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	41	Leadership and Ethics in Healthcare Management (cont.)	CLO 5, C3	Face to face	—	Synchronous	Participation, group work, class work	Supplementary materials
	42	Final Exam Review Lecture	CLO 1-5	Face to face	—	Synchronous	Q&A and exam prep	All course materials
15	43	Final Exam	CLO 1-5	Face to face	—	Synchronous	Final Exam	All course materials

25. Evaluation Methods:

Opportunities to demonstrate achievement of the ILOs are provided through the following assessment methods and requirements:

Evaluation Activity	*Mark wt.	CLO's					
		1	2	3	4	5	6



First Exam	30	✓	✓	✓			
Second Exam –If any							
Final Exam	40	✓	✓	✓	✓	✓	
**Class work	10		✓	✓	✓		
Projects/reports	15				✓	✓	✓
Research working papers							
Field visits							
Practical and clinical							
Performance Completion file							
Presentation/ exhibition							
Any other approved works. (Quizzes)	5	✓	✓				
Total 100%	100						

* According to the instructions for granting a Bachelor's degree.

**According to the principles of organizing semester work, tests, examinations, and grades for the bachelor's degree.

Mid-term exam specifications table*

No. of questions/ cognitive level						No. of questions per CLO	Total exam mark	Total no. of questions	CLO/ Weight	CLO no.
Create %10	Evaluate %10	analyse %10	Apply %20	Understand %20	Remember %30					
1	1	1	4	2	1	10	100	100	10%	1

Final exam specifications table

No. of questions/ cognitive level						No. of questions per CLO	Total exam mark	Total no. of questions	CLO Weight	CLO no.
Create %10	Evaluate %10	analyse %10	Apply %20	Understand %20	Remember %30					



										1
										2
										3
										4
										5

26. Course Requirements:

(e.g.: students should have a **computer, internet connection, webcam**, account on a specific software/platform...etc.):

27. Course Policies:

A- Attendance policies: **See university instructions**

B- Absences from exams and submitting assignments on time: **See university instructions**

C- Health and safety procedures: **See university instructions**

D- Honesty policy regarding cheating, plagiarism, misbehavior: **See university instructions**

E- Grading policy: **See university instructions**

F- Available university services that support achievement in the course:

28. References:

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29. Additional information:

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Name of the Instructor or the Course Coordinator:	Signature:	Date:
Name of the Head of Quality Assurance Committee/ Department	Signature:	Date:
Name of the Head of Department	Signature:	Date:
Name of the Head of Quality Assurance Committee/ School or Center	Signature:	Date:
Name of the Dean or the Director	Signature:	Date: